

Activation Plan: Strategy Overview

Sector: Manufacturing: Advanced & Precision

(Regional Plan Part 2, Chapter 3A Target Sector Strategies - Advanced Manufacturing pages 61-69) <https://www.kccd.edu/kern-coalition/resources.html>

Topic

Target Sector Strategy - Brief Overview (Regional Plan Part 2 Ch 3A pp. 61-64)

Sub-topic

a. Describe the proposed target sector strategy. Regions may have already included this information in their Regional Plan Part 2 submission. If so, please summarize that content here.

Advanced manufacturing can bolster the value chains of other important industries like agriculture, clean energy, and aerospace by fostering local production. Advanced manufacturing can help the Kern County region reduce reliance on external suppliers, promote homegrown innovation, and foster collaboration among local businesses, research institutions, and workforce development programs, resulting in a more dynamic and resilient economy.

b. Explain why this sector was prioritized for immediate action.

Advanced manufacturing—as a cross-cutting aspect of other industry verticals like agriculture, clean energy, and aerospace & defense—offers opportunities for inclusive employment that keeps industry value chains within the region, bolstering economic resilience

c. Provide an overview of tactics (minimum of 5) to focus implementation over 12-18 months (to be detailed in the “Tactical workplan template”)

Tactics will include expanding entrepreneurship opportunities within the sector, convening with industry leaders along with government staff and elected officials, Skills training, community engagement, resource development (Grant writing and fundraising) and technical assistance.

Operating Structure to Organize and Execute

See organizational structure at: <https://www.kccd.edu/kern-coalition/index.html>

a. Describe the organizational model for executing the sector strategy (including staff roles, operations, and governance model)

- i. Individual Entities serving as Regional Convenors may elect to serve as a Sector Investment Coordinator role subject to approval by consensus or majority vote of convenors.
- ii. Regional Convenor / Sector Investment Coordinators' will utilize their existing organizational model (staff and operations), and will report to the Kern Coalition, Subregional Collaborative, and Governance Council) in this new role.
- iii. Regional Convenors / Sector Investment Coordinators' will assign or contract with individuals or entities with the requisite expertise in each industry sector and/or sector strategy to ensure timely and effective strategy implementation.

b. Identify regional partners for implementing tactics (including their roles and existing engagement with California Jobs First)

Existing KC CJF members & subcommittees:

- i. Better Bakersfield & Boundless Kern (B3K Prosperity)
- ii. Kern Economic Development Corporation (Kern EDC) Manufacturers' Alliance of Kern (MAK)
- iii. Kern Venture Group
- iv. Kern Inyo Mono Counties Building & Construction Trades Council (KIM BTC)
- v. Kern Chambers of Commerce
- vi. Cities of Arvin, Bakersfield, and California City, and Kern County (Local municipalities) are existing / participating Kern Coalition CJF members
- vii. Communities & Members of the five sub regional collaboratives of the KC CJF

New subcommittees & potential KC CJF members:

- viii. Clean Energy / Manufacturing Industry Supply / Value Chain subcommittee
- ix. Agriculture / Manufacturing Industry Supply / Value Chain subcommittee; and
- x. International Association of Machinists and Aerospace Workers (IAMAW)

Resourcing Across the Strategy

Kern Coalition is in the process of identifying funding opportunities in alignment with Regional Plan Part 2 strategies.

Regional Convenor / Sector Investment Coordinator or Industry Sector Consultant to determine Resourcing Across the Strategy funding sources, priorities, totals, and remaining balances.

a. Summarize total costs required to support strategy execution.

- i. Enhance statewide competitive advantage and ease of doing business
- ii. Reduce reliance on external and out-of-state suppliers
- iii. Strengthen R&D capacity
- iv. Promote homegrown innovation & entrepreneurship

v. Foster collaboration among local businesses, research institutions, and workforce development programs

b. Describe existing financing awarded/approved and associated sources, including utilization of Regional Investment Initiative Catalyst and Sector Coordination resources.

i. Existing funding / financing: Private business loans

ii. Establish / Access state & federal clean energy incentives for manufacturing production facilities

c. Describe remaining funding required, potential sources that have been identified, and the general approach to securing investment

i. Kern Coalition is still identifying potential sources for this sector.

Goals and Metrics Across the Strategy (Regional Plan Part 2, Ch. 3A, pp. 65)

a. Identify measures for sector-level outcomes expected from interventions over the next 5-10 years (e.g., increases in target sector employment and number of quality jobs)

i. Upgrade: Increase Kern County's ability to attract & retain manufacturing industry, businesses, and thereby jobs (Mfg #1)

b. Identify measures to track shorter-term progress towards desired sector-level outcomes (do not include measures linked to individual tactics, as those can be included in the tactical workplan template below)

i. Establish regional manufacturing competitiveness task force (Mfg #1a)

ii. Improve (fund and resolve) infrastructure gaps (Mfg #1b)

iii. Strengthen (fund & establish) R&D facility (Mfg #1c)

iv. Industry location incentives established (Mfg #1d)

v. Industry incentives resulted in new/expanded production facility sites (Mfg #1d)

vi. Clean energy incentives result in clean energy fueled facilities (Mfg #1e)

vii. Increased number of quality manufacturing jobs (Mfg #1d & #1e)

viii. Increased workforce training and upskilling (Mfg #1f)

c. Describe expectations for reporting progress on measures

i. Kern Coalition and/or its subcommittees will determine funding and reporting priorities.

ii. Kern Coalition funded projects will provide project-specific reporting aligned with the CJF goals and objectives.

Dependencies and Challenges Kern Coalition is in the process of identifying dependencies, challenges, and mitigation strategies.

a. Describe key dependencies and risks to tactical work plan execution and how the strategy addresses them

i. Dependencies & Challenges:

1. Conflicting Partner interests and priorities
2. Evolving state priorities and opportunities
3. Regional competitiveness lags other states or regions
4. Lack of funding to advance tactics & strategies
5. Community mistrust
6. Workforce readiness gaps

ii. Mitigation:

1. Maintain and improve partner alignment
2. Adapt to evolving state & federal priorities and opportunities
3. Collaborate with state, county, & municipalities to improve competitiveness
4. Secure funding to advance tactics & strategies
5. Build trust through consistent community updates and inclusive decision-making processes.
6. Invest in workforce skills programs for incumbent, transferring, and entry level workers in green / clean energy adapted or related jobs in the manufacturing industry sector, including training for entrepreneurs.

Activation Plan: Tactical Workplan Template

Reference: Regional Plan Part 2 pp 61-69

Tactic & Overview

Tactic 1: Expanding Entrepreneurship

a. Purpose:

i. Build a robust entrepreneurial ecosystem to support innovation and small business growth in advanced manufacturing, prioritizing support for underrepresented entrepreneurs and disinvested communities.

b. Program Design:

- i. Establish an advanced manufacturing innovation hub equipped with prototyping equipment and collaborative workspaces.
- ii. Offer funding opportunities and business development workshops tailored to advanced manufacturing entrepreneurs.

c. Team: Who will be leading the tactic and what partners will be involved in implementation

- i. Lead: B3K
- ii. Partners: BHC, CAPK, Launchpad, CSUB Small Business Development Center, KEDC

d. Cost: Operating (space, staff, equipment, etc.) and program-specific costs, including potential funding sources

- i. The costs to implement the tactic are still being determined. As outlined in the Activation Plan, the Regional Convenor / Sector Investment Coordinator will work with an Industry Sector Consultant to determine resourcing across the strategy funding sources, priorities, totals, and remaining balances.

e. Potential Metrics:

- i. Number of entrepreneurs supported.
- ii. Amount of funding secured by small businesses.
- iii. New startups launched.

Tasks, Responsible Parties and Timeline

Task 1: Share available resources regarding small businesses/entrepreneurship programs

Leads: BHC, CAPK

Timeline: March 2025

Task 2: Organize Advanced Manufacturing startup entrepreneur groups to showcase their innovative farming solutions to local farmers and potential investors, encouraging connections and adoption of new technologies.

Leads: BHC, CAPK

Timeline: June 2025

Task 3: Host small business resource fairs in all five subregions to share information about Adv. Manufacturing entrepreneurship programs.

Lead: B3K

Co-Leads: BHC, CAPK

Timeline: August 2025

Tactic 2: Convening Industry and Government Leaders

a. Purpose:

i. Align industry, government, and community stakeholders to create a unified vision for advanced manufacturing and identify opportunities to expand local production.

b. Program Design:

i. Host monthly sector-specific meetings to align policy, funding, and workforce goals with regional advanced manufacturing needs

ii. Develop a shared roadmap for scaling advanced manufacturing in Kern County.

c. Team: Who will be leading the tactic and what partners will be involved in the implementation

i. Lead: B3K, KCCD

ii. Partners: KEDC

d. Cost: Operating (space, staff, equipment, etc.) and program-specific costs, including potential funding sources

i. The costs to implement the tactic are still being determined. As outlined in the Activation Plan, the Regional Convenor / Sector Investment Coordinator will work with an Industry Sector Consultant to determine resourcing across the strategy funding sources, priorities, totals, and remaining balances.

e. Potential Metrics: Measures to assess progress toward the tactic

i. Number of meetings held

ii. Policy recommendations adopted.

iii. Collaborations formed between sectors.

Tasks, Responsible Parties and Timeline

Task 1: Organize meetings with agriculture, clean energy, and aerospace sector representatives to discuss collaboration opportunities in advanced manufacturing.

Leads: B3K, KCCD

Co-Leads: KIM CLC, CAPK, BHC

Timeline: March 2025

Task 2: Develop and distribute a report on best practices and actionable recommendations.

Leads: B3K, KIM CLC

Co-Leads: CAPK, BHC, KCCD

Timeline: February 2026

Task 3: Establish a working group to address permitting challenges and regulatory alignment for large-scale advanced manufacturing projects.

Leads: B3K, KCCD

Co-Leads: KIM CLC, CAPK, BHC

Timeline: April 2025

Tactic 3: Developing Training Programs

a. Purpose:

i. Equip the workforce with skills tailored to advanced manufacturing technologies, ensuring alignment with industry needs and accessibility for disinvested communities.

b. Program Design:

i. Create dual-enrollment programs in manufacturing technologies with local schools and colleges.

ii. Incorporate hands-on training and certifications for high-demand skills like robotics, CNC machining, and additive manufacturing.

c. Team:

i. Lead: KCCD, KIM CLC

ii. Partners: Workforce Development Board, KHSD, KCSOS, KEDC

d. Cost: Operating (space, staff, equipment, etc.) and program-specific costs, including potential funding sources

i. The costs to implement the tactic are still being determined. As outlined in the Activation Plan, the Regional Convenor / Sector Investment Coordinator will work with an Industry Sector Consultant to determine resourcing across the strategy funding sources, priorities, totals, and remaining balances.

e. Potential Metrics: Measures to assess progress toward the tactic

i. Certifications awarded

ii. Number of students enrolled

iii. Job Placement rate

Tasks, Responsible Parties and Timeline

Task 1: Identify key workforce gaps and skills required through employer surveys and data analysis

Leads: KCCD, KIM CLC

Timeline: February 2026

Task 2: Develop paid internship opportunities with manufacturing employers for program participants.

Leads: KCCD, KIM CLC

Timeline: September 2025

Task 3: Develop 1-2 pilot training programs on advanced manufacturing technologies/occupations

Leads: KCCD, KIM CLC

Timeline: September 2025

Tactic 4: Community Engagement

a. Purpose:

i. Build trust and inclusion by ensuring advanced manufacturing opportunities are equitably accessible to all Kern County communities, particularly disinvested populations.

b. Program Design:

i. Host bilingual workshops to educate residents on manufacturing career paths and resources.

ii. Partner with local organizations to promote outreach in rural and underserved areas.

iii. Develop tailored outreach strategies for rural and underserved areas.

c. Team: Who will be leading the tactic and what partners will be involved in implementation

i. Lead: BHC, CAPK

ii. Partners: Local non-profits

d. Cost: Operating (space, staff, equipment, etc.) and program-specific costs, including potential funding sources

i. The costs to implement the tactic are still being determined. As outlined in the Activation Plan, the Regional Convenor / Sector Investment Coordinator will work with an Industry Sector Consultant to determine resourcing across the strategy funding sources, priorities, totals, and remaining balances.

e. Potential Metrics: Measures to assess progress toward the tactic

i. Number of community members engaged

ii. Survey/ data collection results

Tasks, Responsible Parties and Timeline

Task 1: Develop a toolkit for local nonprofits and other community stakeholder groups to educate communities about manufacturing careers.

Leads: BHC, CAPK

Timeline: August 2025

Task 2: Host bilingual community meetings in all five subregions to gather community input and promote manufacturing opportunities and provide pathways to involvement.

Leads: BHC, CAPK

Timeline: March 2025

Task 3: Develop community newsletters to provide updates on progress and a digital platform to crowdsource ideas (Monthly or Quarterly)

Leads: BHC, CAPK

Timeline: April 2025

Tactic 5: Resource Development

a. Purpose:

i. Secure and attract state, federal, local and private funding to support manufacturing infrastructure and innovation.

b. Program Design:

i. Convene potential partners for investment discussions.

ii. Identify state, federal, and private funding opportunities for manufacturing projects.

iii. Develop public/private partnerships to invest in advanced manufacturing initiatives.

c. Team:

i. Lead: CAPK & KCCD

ii. Partners: B3K, BHC, KIMCLC, City of Bakersfield, County of Kern

d. Cost: Operating (space, staff, equipment, etc.) and program-specific costs, including potential funding sources

i. The costs to implement the tactic are still being determined. As outlined in the Activation Plan, the Regional Convenor / Sector Investment Coordinator will work with an Industry Sector Consultant to determine resourcing across the strategy funding sources, priorities, totals, and remaining balances.

e. Potential Metrics: Measures to assess progress toward the tactic

i. Number of grants applied for

ii. Total funding secured

iii. Number of projects funded

Tasks, Responsible Parties and Timeline

Task 1: Identify grant opportunities and partners to collaborate and apply for federal/state grants to expand manufacturing infrastructure.

Leads: CAPK, KCCD

Timeline: March 2025

Task 2: Host a webinar for investors/funders to showcase advanced manufacturing opportunities in Kern County.

Leads: B3K, KCCD

Partners: CAPK, KIM CLC, BHC

Timeline: September 2025

Task 3: Form a public/private partnership with sector investors to fund manufacturing projects.

Leads: B3K, KCCD

Partners: CAPK, KIM CLC, BHC

Timeline: TBD

Tactic 6: Technical Assistance

a. Purpose:

i. Equip local Adv. Manufacturing businesses and workforce agencies with tools to optimize their operations, address skill gaps, and access new opportunities.

b. Program Design:

i. Provide businesses with data-driven insights and technical support for process improvement and innovation.

ii. Support stakeholders with workforce analysis and infrastructure planning.

c. Team:

i. Lead: KCCD, KIM CLC

ii. Partners: KEDC

d. Cost: Operating (space, staff, equipment, etc.) and program-specific costs, including potential funding sources

i. The costs to implement the tactic are still being determined. As outlined in the Activation Plan, the Regional Convenor / Sector Investment Coordinator will work with an Industry Sector Consultant to determine resourcing across the strategy funding sources, priorities, totals, and remaining balances.

e. Potential Metrics:

i. Number of businesses and stakeholders receiving technical assistance.

- ii. Workforce gaps identified and addressed.
- iii. Number of reports and analyses completed.

Tasks, Responsible Parties and Timeline

Task 1: Develop a values guide to drive decision-making and ensure advanced manufacturing project proposals align with equity and sustainability principles.

Leads: CAPK, BHC

Timeline: March 2025

Task 2: Perform a regional assessment of infrastructure and resource gaps that hinder advanced manufacturing growth.

Leads: KIM CLC, KCCD, B3K

Timeline: February 2026

Task 3: Conduct a comprehensive workforce supply-demand analysis to identify skills gaps and opportunities in advanced manufacturing.

Leads: KCCD, KIM CLC

Timeline: February 2026